



County of Los Angeles CHIEF EXECUTIVE OFFICE

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WILLIAM T FUJIOKA
Chief Executive Officer

June 6, 2011

To: Mayor Michael D. Antonovich
Supervisor Gloria Molina
Supervisor Mark Ridley-Thomas
Supervisor Zev Yaroslavsky
Supervisor Don Knabe

From: William T Fujioka
Chief Executive Officer

A handwritten signature in black ink, appearing to read "WTF", is placed next to the name and title of the sender.

Board of Supervisors
GLORIA MOLINA
First District

MARK RIDLEY-THOMAS
Second District

ZEV YAROSLAVSKY
Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

DEPARTMENT OF HEALTH SERVICES REQUEST TO APPOINT MARGARET LEE, PH.D., TO THE POSITION OF INFORMATION TECHNOLOGY MANAGER III

Consistent with County Policy on management appointments, the Department of Health Services (DHS) requests authorization to appoint Margaret Lee, Ph.D., to the position of Information Technology Manager III, at an annual salary of \$150,319.32 (\$12,526.61/month); placing her onto Management Appraisal and Performance Plan (MAPP), Tier II Salary Range S13, Step 13. We have reviewed the request and concur with the attached DHS request to appoint Dr. Lee.

As Information Technology Manager III, Dr. Lee will report to the DHS Chief Information Officer and serve as the Director of Planning and Administration and will be responsible for directing all administrative functions of Health Services' Information Technology (IT) organization. In this capacity, Dr. Lee will lead, direct, and manage the following divisions in order to achieve the mission, goals, and objectives of both DHS and Los Angeles County: IT Budget and Finance, IT Human Resources, IT Training, IT Strategic Planning and Business Automation Plan, Enterprise IT Governance, and IT Leadership Council, Enterprise Project Management Office, IT Contracts and Software Licensing, and Interagency IT Initiatives/Special Projects.

"To Enrich Lives Through Effective And Caring Service"

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DHS indicates that Dr. Lee has been employed with Los Angeles County for the past 26 years and has a background of over 30 years in technology, organization, and healthcare administration and services. A copy of her resume and additional information from DHS is attached.

Accordingly, the salary placement for Dr. Lee onto MAPP, Tier II Salary Range S13, Step 13, which represents a 7.5 percent increase over her current base salary, is consistent with the level of experience and knowledge that she brings to this position and the increased level of duties and responsibilities required for such a position within the DHS organization.

In accordance with the policy on managerial appointments, unless otherwise instructed by your Board by June 20, 2011, we will advise DHS that authorization has been granted to proceed with Dr. Lee's appointment to Information Technology Manager III, at an annual salary of \$150,319.32 effective June 21, 2011.

If you have any questions, please contact me, or your staff may contact Sheila Shima, Deputy Chief Executive Officer, at (213) 974-1160.

WTF:SAS
MLM:DL:gl

Attachments

c: Executive Office, Board of Supervisors
Health Services

060611_HMHS_MBS_Lee

NON-PHYSICIAN MANAGEMENT APPOINTMENT REQUEST

Candidate Name: Margaret Lee, Ph.D.

Employee No.:

(Check one) NEW HIRE: ☐ PROMOTION: ☒

I. FACILITY/PROGRAM

A. Provide organization chart & highlight the position

SEE ATTACHMENT

B. Describe where the position fits into the management organizational structure:

This position, Information Technology Manager III, reports directly to the Department of Health Services (DHS) Chief Information Officer (CIO), Item No. 4631A - Chief, Information Systems, Health (UC), who reports to the DHS Director.

C. Describe the duties and responsibilities which reflect the scope and complexity of the position

As Information Technology Manager III, this position functions as the Director of Planning & Administration, and directs all administrative functions of DHS' Information Technology (IT) organization. In addition, this position is responsible for delivering IT initiatives and special projects that improve cost effectiveness, healthcare service deliveries, patient safety, and comply to the regulatory requirements and the settlement agreements between the County and the U.S. Department of Justice.

STRATEGIC INITIATIVES UNDER DHS IT PLANNING AND ADMINISTRATION RESPONSIBILITIES INCLUDE:

1. Project oversight of Probation Electronic Medical Records System (PEMRS) to satisfy the condition of 2004 and 2008 settlement agreements between Los Angeles County and the U.S. Department of Justice.
2. Monroe Health Center Project to expend ambulatory services without adding operating expenses to DHS.
3. Engaging Gartner consultant via Master Service Agreement to perform DHS Electronic Health Record (EHR) Assessment and EHR Strategies [potential increase in American Recovery and Reinvestment Act (ARRA) reimbursement on Medicaid and Medicare and meaningful use of EHR Health Information Exchange].

This position leads, directs, and manages the following sections to achieve DHS and County mission, goals, and objectives:

- IT Budget and Finance: Directs HSA-IT budget of \$50.9 million (FY 09-10). Coordinates DHS IT total budgets of \$174.6 million for healthcare networks and programs. Directs IT expenditures, encumbrances, invoices, contracts/work orders payments, year-to-date budget/expenditure, gap analysis, 5 year budget forecast, audits, IT assets, fiscal services, item controls and reconciliations, salaries and employee benefits, and IT budget requests activities in accordance with County budget cycle and financial/control reporting. Coordinates with facilities/programs CIOs, CFOs, County CIO, DHS finance offices, Auditor Controller, ISD, and CEO related to all DHS-IT budget/finance issues.
- IT Human Resources (HR): Administers HR related issue and activities for HSA-IT (180 FTEs). Manages HR resolutions, performance evaluation, compliance, audits on DHS policies/procedures, return-to-work, PARs, and personnel corrective action plans. Coordinates with DHS-HR, DHR, and CEO on IT classification, compensations, and all personnel actions.
- IT Training: Manages IT training and staff development through vendor vouches, LMS, technology services workshop, and Learning Academy to improve IT employees' knowledge and skill sets to support technology infrastructure, applications, project management, best practice, and IT innovations. Mobilizes IT resources to achieve DHS goals of clinical transformation, enterprise system integrated services and EHR-HIE, and County goals of appropriate data sharing and exchange among various departments and stakeholders. IT Training Division also monitors all compliance training including but not limited to HIPAA Privacy & Security.
- IT Strategic Planning and Business Automation Plan (BAP): Directs the development and updates on IT Strategic and tactical plan for DHS-and BAP submission to County CIO. Provides technical consults and training to facilities/programs IT specialist on developing BAP profiles. Documents regulatory compliance mandates, validates IT staffing model, profiles business clinical systems/networks, application architectures and standards, and oversees data center consolidation and virtualization, and clinical systems integration.
- Enterprise IT Governance and IT Leadership Council: Facilitates and supports DHS IT Governance composed of DHS executives and facilities/programs' CEOs and CIOs. Researches technology solutions, coordinates major complex IT initiatives. Administers DHS IT Leadership Council composed of DHS facilities/programs CIOs to use IT technology solutions on resolving tactical operation and infrastructure issues.
- Enterprise Project Management Office (EMPO): Manages Enterprise Project Concept Approvals and Enterprise Project Charters' approval and priorities endorsed by IT Governance. Maintains policies, procedures, and methodologies for DHS Enterprise Projects

in accordance to ITIL, SDLC, and Project Management Institute.

- IT Contracts & Software Licensing Division (200 + contracts): Directs all Hospital Information Systems contracts, clinical systems/services contract, and software licenses. The largest contract is Hospital Information System QuadraMed Contracts with a year-to-date expenditure of \$168 million. Responsible for the procurement, options and executions (including RFP, RFQ, RFSI). Manages the Healthcare Information System (HIS) Contracts, Clinical Information Systems (CIS) Contracts, and Master Service Agreement and Software Licensing. Prepares IT Board agreements, amendments, and change notices related to hardware, software applications and modules, third-party enhancements, systems consulting/services contracts, ITSSMA and TESSMA, purchase order agreements, and master service agreements. Collaborates with County Counsel, County CIO, and County CEO. CEO Risk Management, ISD/Purchasing and Central Services, Health/IT Deputies, of the Board of Supervisors offices. Evaluates procurement vehicles and vendor selection processes. Reviews operation workflows, business requirements, systems functionalities, load tests, performance indicators, problem issues resolutions/escalations, hosting and network issues, maintenance, professional services support, and training. Administers technical, contractual, financial, and operational oversights. Participates in the Protest Policy Panel, as needed. Works in concert with Contracts and Grants to ensure alignment of contracting processes and standards.
- Interagency IT Initiatives/Special Projects: Responsible for complex multi-jurisdictional, multi-department IT projects, interagency initiatives, special projects, and Board directed initiatives involving: IT Project Management and deliveries of IT strategy development (i.e. EHR, eHIM), IT Fund Proposals (i.e. EMPI, Harbor Data Center), infrastructure Data Center Network (i.e. LAC+USC Data network, VoIP), RFP/work order, data base migration (i.e. CONAH), clinical resource management, and regulatory compliance (i.e. HIPAA), Medi-Cal/Medicare audits, Emergency/Trauma, and ICU/CCU Clinical Systems audits.

The following highlights some specific initiatives:

- Probation Electronic Medical Record System (PEMRS): Represents DHS on multi-department Project Leadership Team (Sheriff, Probation, DHS, DMH), provides oversight to implement Electronic Medical Record System at 3 Probation Halls and 19 Camps (22 probation facilities), to fulfill the conditions of the August 2004 and 2008 Settlement Agreements between Los Angeles County and the United States Department of Justice.
- College of Nursing and Allied Health: Upgrades existing relational database structure of Comprehensive Academic Management System (CAMS) to web-based, three tier architecture, an Application Service Provider (ASP) system.
- eHIM Office: Establishes Enterprise HIM office under DHS Chief Medical Officer for EHR-CPOE deployment.
- March 2009 First & Second District Board Motion: Establishes 5 Integrated School Based Health Centers. Provides technical support in identifying "hot-spot", "high impact", "high need" areas to establish Integrated School Health Centers. Collaborates with CEO, DMH, DPH and Board deputies.
- Third District project to be completed in 2012: Implements Sun Valley Health Center Dental Care expansion.
- LAUSD Joint Use Project to be completed in 2011: Provides technical support to the Asian Pacific Health Alliance's implementation of Belmont Wellness Center.
- Third District Project – Monroe High School Health Center: Establishes an Integrated Health, Mental Health and Wellness Center by December 2014. Coordinates with Board office, LAUSD Health and Human Services, School Board, and DMH.

In addition to the management responsibilities of the above divisions and sections, this ITM III position also serves on DHS-CIO in his absence. As needed, serves as Chief Technology Officer and/or Chief Application Development, represents DHS on committee and Task Force.

D. Indicate the candidate's unique qualifications, special skills or abilities, work background or experience, etc.:

Dr. Lee has a background of over 30 years in technology, organization, and health care administration and services. After a 5-year career in charge of health care facility acquisitions to increase the profit margin for Tenet Health Care, Dr. Lee has worked for the County of Los Angeles DHS for over 25 years. Dr. Lee showed a history of breaking new ground, creating new divisions, and making initiatives work. Much of her success could be traced to her cultural background, inter-disciplinary education and training. (Ph.D. in Sociology & School of Public Health on Informatics, Demography, Bio-Statistics, Health Information Resources), intense hospital internships and finance administration experience at Tenet Health Care, and experience with the multi-faceted health care services organization of DHS. In all of the projects/programs divisions she directed and managed, she has achieved project deliveries and program outcome by minimizing risk and liability, establishing and meeting timeliness, and improving services through technological, cost-effectiveness, outcome resources management, and leadership.

Dr. Lee has an outstanding working relationship with DHS facilities executive management teams, ISD, CIOs, County Council, Community Clinic providers, CEO, Board Offices, other County departments and various stakeholders. Dr. Lee has outstanding appreciation of County processes, and extensive experience in budgets, information technologies, and healthcare reform activities.

The evaluation of the knowledge, skills, and abilities required for this position was validated in the June 15, 2009 Reporting Out Letter (identified as Item #1) at the level of Information Technology Manager III (Item No. 2574A).

Dr. Lee has been performing duties and responsibilities as Director of Planning and Administration since January 2009. Dr. Lee has been

outstanding in her performance, as evident by her last three years of "Far Exceeds" top rating of Management Appraisal & Performing Plan (MAPP) evaluations.

Dr. Lee performed organizational assessment of LA County College of Nursing and Allied Health (CONAH) IT Services, coordinated technical teams to accomplish database migration and consolidation to CAM System, developed College internet and intranet website, implemented eLearning, expanded electronic access of Library System CINAHL, and upgraded eListen to Class Climate (commercial off-the-shelf IT solution). This resulted in the College's probation accreditation being reverted. In recognition of her success and the trust of her ability, Dr. Lee is appointed to serve on the Board of Trustee for CONAH effective January 2010.

Since 1998, Dr. Lee serves on the LA Trust for Children's Health Board and LAUSD LEA Collaborative Board. She has made significant contribution to School Health Initiatives, AB75 Express Lane Health Insurance Enrollment, Healthy Kids implementations, established 7 school based clinics, effected IT changes in Medi-Cal claims recovery and engaged a wide range of IT solutions across different department/agencies/disciplines.

With her extensive experience and outstanding performance in directing budgets, financial services, managing healthcare provider contracts, IT technology services contracts, clinical systems, hospital information systems, provider relations, human resources management and process, SDLC, data networks, data center operation, data analytics, clinical resource management and healthcare IT strategies, 1115 Waiver and healthcare reform activities, Dr. Lee is a proven and valued asset to DHS-IT. Her continued role in this position will assist DHS in meeting its strategic goals, implementing EHR-HIE, achieving clinical transformation to improve quality of care and patient safety, enhancing reimbursement from ARRA and complying with regulatory requirements via technology initiatives and IT executions.

E. Provide the candidate's résumé or curriculum vitae

SEE ATTACHMENT

F. Identify highest paid subordinate reporting to this position

Name: Employee #: Title: **Information Systems Manager I**

Base Monthly Salary: \$10,741.00 Base Annual Salary: \$128,892.00 Salary Range/Quartile: : 111H Step 5

G. Identify management position above the position requested

Name: Employee #: Title: **Chief, Information Systems, Health (UC)**

Calculated Monthly Salary: \$16,516.70 Annual Salary: \$198,200.40 Salary Range: R16

II. HUMAN RESOURCES

Certify that the position is vacant and budgeted

YES ☒ NO ☐

Verify current salary of the individual for whom the request is being submitted.

CURRENT BASE SALARY: Month: \$11,652.66 Annual: \$139,831.92 Range, Quartile: S12, Step 13

NEW HIRE OR PROMOTION: Designate amount of proposed monthly salary based on standard 5.5 increases and/or verify that requested salary is consistent with other managers in the department.

PERCENTAGE INCREASE OVER CURRENT SALARY: 7.5%

PROPOSED SALARY: Monthly: \$12,526.61 Annually: \$150,319.32 Range, Quartile: S13, Step 13

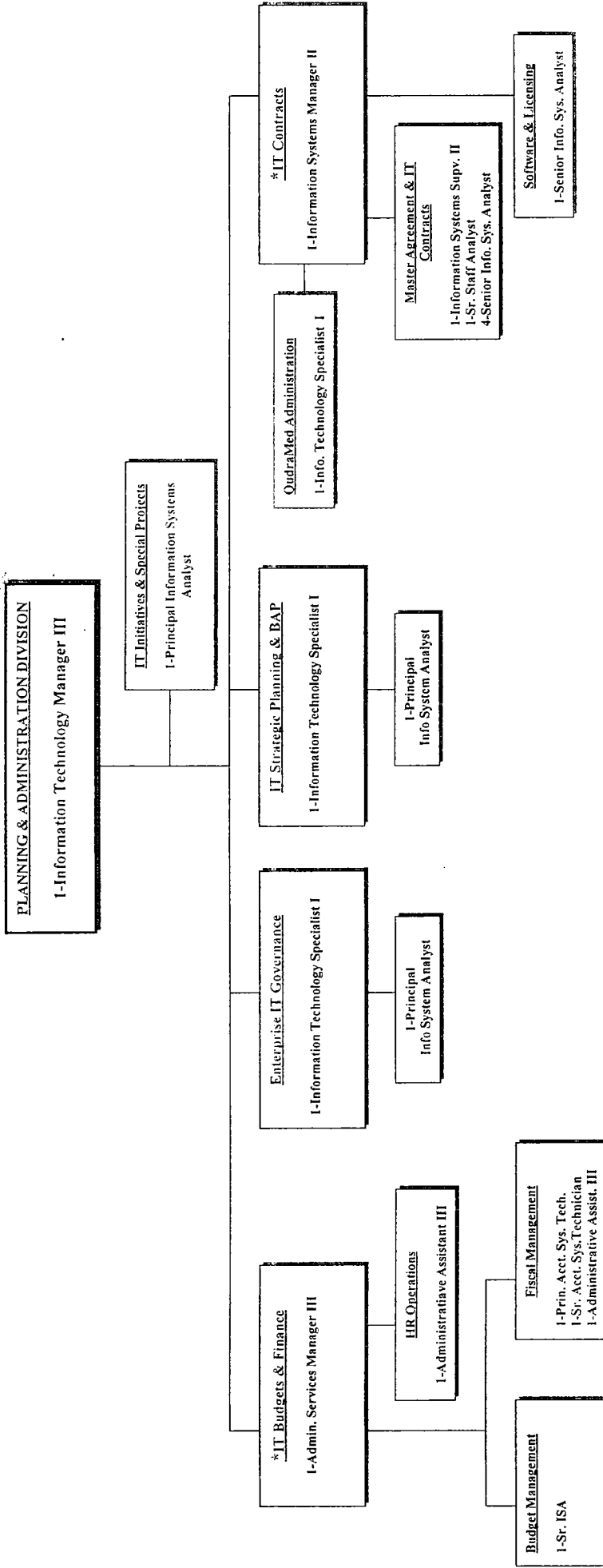
Provide listing of all internal equivalent positions within facility/program

Verify that candidate is listed on the appropriate Certification List and is reachable

YES ☒ NO ☐

HEALTH SERVICES ADMINISTRATION—INFORMATION TECHNOLOGY BUREAU PLANNING AND ADMINISTRATION DIVISION APPROVED ORGANIZATIONAL STRUCTURE

Attachment A



*NOTE: IT Administrative Support and IT Contract positions being separately evaluated by a sub-committee of the IT Restructuring Project. These functions will therefore be studied once the recommendations of this committee are completed during FY 09/10.

Margaret Lee, Ph.D.

EDUCATION/EXPERIENCE HIGHLIGHTS

EDUCATION

March 1980	UCLA (Ph.D.)
March 1973	UCLA (M.A.)
September 1970	California State University, Hayward (B.A.) – Magna Cum Laude
September 1967	British Commonwealth, Hong Kong, Certified High School Teaching Credential
1997 – 1998	Senior Fellow, National Association of Hospitals and Health Systems

EXPERIENCE SUMMARY

<u>1983 - Present</u>	<u>LA County Department of Health Services</u>
2009 - Present	Interim Director of Planning & Administration
Jan	(Associate Hospital Administrator II: MAPP-S12 - Payroll item since April 1990)
1998 - 2008	IT Director and Director of Special Projects
1997 - 1998	Chief of Staff/Associate Director, Office of Managed Care
1996 - 1997	Director, Public/Private Partnerships
1993 - 1996	Director, Planning and Information Director, Management Information Center
1989 - 1993	CIO, Public Health (formerly PHP&S) (Associate Hospital Administrator II: MAPP-R12 - Payroll item since April 1990) (Program Administrator, Health Services: MAPP-R11) (Chief, Public Health Records and Research: MAPP-R10)
1983 - 1989	Manager, Management Services, Community Health Plan (Chief, Public Health Records and Research: MAPP-R10) (Senior Staff Analyst, Health: MAPP-R9), (Chief, Research Analyst, BS)
<u>1978 - 1983</u>	<u>Tenet Health Care (formerly National Medical Enterprises)</u>
1979 - 1983	Director, Corporate Development
1979	Manager, Planning and Development
1978	Senior Planning Associate
<u>1977 - 1978</u>	<u>Health Systems Agency, L.A., Senior Health Planner</u>
<u>1972 - 1977</u>	<u>Concurrent part-time jobs and full time graduate student at UCLA</u>
1975 - 1977	California State University, Dominguez Hills, Sociology Department: Lecturer A5
1977 (May-July)	Charles R Drew Postgraduate Medical School, Consultant
1972 - 1977	LA County Department of Hospitals (current DHS) Institutional Helper (Acting Research Analyst III)
1972 - 1974	UCLA (Sociology & School of Public Health) Teaching Associate, Senior Research Associate
<u>1967 - 1968</u>	<u>Mansfield College, Hong Kong (Certified High School Teacher)</u>
<u>1968 September</u>	<u>Came to California State University, Hayward (undergraduate: Freshman) as foreign student from Hong Kong.</u>